



July 10-11, 2019 • Washington, D.C.

PUBLIC-PRIVATE PARTNERSHIPS What are the lessons learned?

Sponsored by the Airport Cooperative Research Program

ACRP

INSIGHT EVENT

The National Academies of
SCIENCES • ENGINEERING • MEDICINE



TRANSPORTATION RESEARCH BOARD

JULY 10-11, 2019

July 10, 2019
Washington, D.C.

Dear Colleague,

Welcome to the National Academies of Sciences, Engineering, and Medicine Airport Cooperative Research Program's (ACRP's) Insight Event: Public-Private Partnerships—What are the lessons learned?

This invitation-only event is designed to provide senior airport executives with access to knowledgeable decision makers who will speak to their personal experiences navigating the opportunities and challenges of implementing public-private partnerships (P3s) at airports. We hope that this format will foster an environment to promote candid discussion and facilitate meaningful exchanges of best practices and lessons learned.

As you can see from the enclosed agenda, we begin with an overview of the landscape of P3 projects in the United States. This will set the stage for the rest of the program, which includes sessions structured to follow the sequence of a “typical” P3 project: pre-procurement factors, the procurement process, getting to close, and political considerations that might influence a project.

We are also delighted to feature Dr. Morteza Farajian, Executive Director of the Build America Bureau at the U.S. Department of Transportation, as our keynote speaker. He will present from the perspective of leading one of the largest public sector credit and loan programs created to facilitate P3 transactions in the transportation sector. In addition, we will hear from Mr. Lou Wolinetz, Principal Investigator at WSP USA, and his team, who are leading ACRP research on airport privatization and strategies to help airports implement P3 projects.

This brochure includes an agenda for our two-day program, professional biographies of our speakers and moderators, a list of the planning committee members—whose support was vital to shaping this event and to whom we are deeply grateful—and other useful information.

If you are new to ACRP, we welcome you to our community and hope that you continue to bring your ideas and expertise to help airports surmount day-to-day challenges through applied research. If you are already familiar with ACRP, we hope you find this Insight Event to be a useful addition to ACRP's suite of publications and programs serving the airport industry.

Sincerely,



Theresia H. Schatz

Senior Program Officer
Transportation Research Board (TRB), ACRP
The National Academies of Sciences, Engineering, and Medicine

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AGENDA

Wednesday, July 10, 2019	
7:30 a.m. – 9:00 a.m.	REGISTRATION
7:45 a.m. – 9:00 a.m.	BREAKFAST
9:00 a.m. – 9:15 a.m.	Opening Remarks Welcome <ul style="list-style-type: none"> ➔ Theresia Schatz, ACRP/TRB ➔ Neil Pedersen, TRB ➔ Margaret McKeough, Paslay Management Group
9:15 a.m. – 10:15 a.m.	Session 1: The Landscape of P3s Speakers <ul style="list-style-type: none"> ➔ Peter Kirsch, Kaplan Kirsch & Rockwell ➔ Steve Van Beek, Steer
10:15 a.m. – 10:30 a.m.	COFFEE BREAK
10:30 a.m. – 12:00 p.m.	Session 2a: Pre-procurement Moderator <ul style="list-style-type: none"> ➔ Brett Simon, LeighFisher Speakers <ul style="list-style-type: none"> ➔ Jay DeWitt, City of Phoenix ➔ Li Pei Wang, Port Authority of New York and New Jersey ➔ David Narefsky, Mayer Brown ➔ Clay McCoy, PJ SOLOMON
12:00 p.m. – 1:00 p.m.	Lunch and Keynote Session: The Federal Environment Around P3s Speaker <ul style="list-style-type: none"> ➔ Morteza Farajian, Executive Director of the Build America Bureau, Department of Transportation
1:00 p.m. – 2:00 p.m.	Session 2b: Pre-procurement (continued) Moderator <ul style="list-style-type: none"> ➔ Sheri Ernico, LeighFisher Speakers <ul style="list-style-type: none"> ➔ Dan Reimer, Denver International Airport ➔ Roger Johnson, Jacobs ➔ Steve Sisneros, Southwest Airlines ➔ Galen Beaufort, City of Kansas City
2:00 p.m. – 3:00 p.m.	Session 3: Procurement Moderator <ul style="list-style-type: none"> ➔ Caitlin Ghoshal, WSP USA, Inc. Speakers <ul style="list-style-type: none"> ➔ Bo Kemp, Faegre Baker Daniels Consulting ➔ Lysa Scully, Port Authority of New York and New Jersey

AGENDA

Wednesday, July 10, 2019 (continued)	
3:00 p.m. – 3:15 p.m.	COFFEE BREAK
3:15 p.m. – 3:45 p.m.	Update on ACRP Project 03-46, Implementing Airport Privatization: Guidance for Airport Decision Makers Speakers → Lou Wolinetz, WSP USA, Inc. → Caitlin Ghoshal, WSP USA, Inc.
3:45 p.m. – 4:15 p.m.	WRAP-UP

Thursday, July 11, 2019	
8:00 a.m. – 8:30 a.m.	REGISTRATION
8:30 a.m. – 9:30 a.m.	Session 4: Political Risks and Opportunities for Approving P3s Moderator → Peter Kirsch, Kaplan Kirsch & Rockwell Speakers → Lois Scott, Epoch Advisors → Susana Carbajal, Austin-Bergstrom International Airport
9:30 a.m. – 10:45 a.m.	Session 5: After Financial Close Moderator → Valerie Holt, Consultant Speakers → Arif R. Ghouse, Paine Field/Snohomish County Airport → Shane Harbinson, City of Austin → Jorge Hernandez, Aerostar
10:45 a.m. – 11:00 a.m.	COFFEE BREAK
11:00 a.m. – 12:00 p.m.	Session 6: Lessons Learned Moderators → Peter Kirsch, LeighFisher → Sheri Ernico, LeighFisher Speakers → Geoff Stricker, Edgemoor → Steve Van Beek, Steer → David Narefsky, Mayer Brown
12:00 p.m. – 12:30 p.m.	Concluding Remarks <i>Boxed lunch to be provided.</i>

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KEYNOTE SPEAKER

Dr. Morteza Farajian

*Executive Director, Build America Bureau,
U.S. Department of Transportation*

Dr. Morteza Farajian was recently appointed Executive Director of the Build America Bureau at the U.S. Department of Transportation. He is responsible for credit programs and loan guarantees to support development of large-scale and multimodal transportation infrastructure. The Bureau also promotes innovative project financing solutions and helps state and local governments develop and finance P3 transactions for transportation facilities.

Before joining the Bureau, Dr. Farajian served as Acting Deputy Secretary of Transportation and Director of the Office of Public-Private Partnerships in Virginia.

For seven years, he led procurement, financing, and contract negotiation for multi-modal transportation projects totaling \$10 billion in value. He also reformed the P3 program in Virginia to promote competition, engage stakeholders, and increase accountability. He established the first strategic program to manage a portfolio of P3 contracts post-procurement totaling \$14 billion in project value.

Dr. Farajian is also an entrepreneur who co-founded a crowd-financing platform that gives local and small investors the opportunity to invest in infrastructure projects as equity or subordinate debt. He currently serves as a board member on the American Road & Transportation Builders Association's P3 Division and TRB's Standing Committee on Revenue and Finance.

SESSION SPEAKERS & MODERATORS

Galen Beaufort

*Senior Associate City Attorney,
City of Kansas City*

Galen Beaufort has served on the City Attorney's staff for over 35 years. He served as City Attorney from 2001 to 2011 and as the Director of Litigation for the prior five years. Mr. Beaufort led the City's legal team for the ongoing MCI Terminal Modernization Project. As City Attorney, he led the legal team that negotiated the development agreement, management agreement, and construction manager-at-risk for the Sprint Arena, as well as the legal team that negotiated the development agreement for the Power & Light entertainment district. Mr. Beaufort currently works on economic development projects in the City's Downtown and Plaza shopping district, as well as economic development projects in the City's urban core.

Susana Carbajal

*Assistant Director,
Austin-Bergstrom International Airport*

Susana Carbajal manages Austin-Bergstrom International Airport's business development, tenant management, advertising and marketing, business

assurance, administration, legal services, and governmental affairs. Ms. Carbajal is also the executive liaison for the Airport Advisory Commission. In 2008, she served as Chief Counsel for the 2008 Democratic National Convention in Denver, Colorado. She began her career as an attorney at the law firm of Brown McCarroll, LLP (now Husch Blackwell, LLP) in Austin, Texas, where she focused on corporate reorganization, bankruptcy, and commercial litigation. Ms. Carbajal's experience in government and politics began with Texas Congressman Ruben Hinojosa in Washington, D.C. She then served in the Office of Presidential Personnel for President Bill Clinton and helped raise funds for Vice President Al Gore's 2000 presidential campaign.

Jay DeWitt

*Chief Financial Officer,
City of Phoenix*

Jay DeWitt is a Phoenix native who has worked for the City of Phoenix in accounting, infrastructure finance, project management, and airport finance roles over the past 25 years. Mr. DeWitt led the programming, financing, design, and construction of the 1,000-room Sheraton Grand Phoenix Hotel, and the development of the \$1.6 billion PHX Sky Train project. He has held

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senior positions at Phoenix Sky Harbor International Airport in planning, design and construction, and business and properties. He currently leads the airport's finance division as the Chief Financial Officer.

Sheri Ernico

*Director,
LeighFisher*

Sheri Ernico, a Director of LeighFisher, has over 35 years of experience in airport financial and economic analysis, including strategic financial planning, capital program development, financial feasibility studies, airline lease negotiations, passenger facility charge (PFC) programs, benefit/cost analyses, rental car financing and customer facility charges, privatization assessments and analyses, governance reviews, organization and management studies, fuel system business planning, and aviation market analyses.

Ms. Ernico was the principal investigator for *ACRP Report 66: Considering and Evaluating Airport Privatization* and has conducted many seminars on airport finance for Airports Council International-North America (ACI-NA), the American Association of Airport Executives (AAAE), the Federal Aviation Administration (FAA), the Air Transport Association (now A4A), UC Berkeley, and other groups. While serving as finance director for San Francisco International Airport, she managed the airport's capital program, commercial paper program, issuance of revenue bonds, PFC and airport improvement program strategies, airline rates and charges, investment policies, and statistical reporting.

Caitlin Ghoshal

*Associate Consultant,
Advisory Services, WSP USA, Inc.*

Caitlin Ghoshal specializes in P3 procurement and innovative finance. As a consultant for WSP, she provides management consulting, procurement support, risk assessment, and alternative finance advice for clients engaged in P3 projects. Ms. Ghoshal has worked on a dozen P3 projects in North America over the past five years, including the I-75 Modernization Design-Build-Finance-Maintain Project in Michigan, the I-10

Improvement Design-Build Project in Arizona, the Portsmouth Bypass in Ohio, and the Rapid Bridge Replacement Project in Pennsylvania. Currently, Ms. Ghoshal is a researcher working on *ACRP 03-46: Implementing Airport Privatization, A Guidebook for Airport Decision Makers*. Prior to joining WSP, she performed risk analysis for Aon Infrastructure Solutions, Aon's center of excellence dedicated to the P3 industry. Ms. Ghoshal has also worked on community development and transportation policy issues at Congress for New Urbanism and the Office of the Mayor in Chicago.

Arif R. Ghouse, FRAeS, CM

*Airport Director,
Paine Field/Snohomish County Airport*

Arif Ghouse has over 25 years of experience in the aviation industry. Mr. Ghouse currently serves as Director of Paine Field/Snohomish County Airport, charged with managing all aspects of airport operations, maintenance, and development. He previously worked in operations, security, and emergency management roles at the British Airports Authority, Houston Airport System, and Seattle-Tacoma International Airport.

Mr. Ghouse is a Fellow of the Royal Aeronautical Society, as well as a board member of the Seattle Branch. He is a certified member of AAAE, immediate past president of the Washington Airports Management Association, and a member of the Aviation Advisory Committee for Everett Community College. Mr. Ghouse is also a former executive board member of the Federal Bureau of Investigation's Seattle Joint Terrorism Task Force.

Shane Harbinson

*Assistant Director,
City of Austin*

Shane Harbinson serves as Assistant Director of Airport Development and Environmental Programs for the City of Austin, Department of Aviation. He assists the Executive Director in the development of policies, procedures, and strategies to accomplish Austin-Bergstrom International Airport's organizational goals and objectives. Mr. Harbinson joined the airport's staff in April 1999 to serve as an Airport Operations Coordinator. He has since worked in several key positions there, including Noise Abatement Officer,

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Airport Planner, Manager of Airport Operations, and Assistant Director of Operations and Security. He has worked at other airports, including Midland International and Minneapolis-St. Paul International Airport.

Jorge Hernandez

*Chief Executive Officer,
Aerostar Airport Holdings*

Jorge Hernandez has over 20 years of experience in financial planning, startups, development, mergers and acquisitions, and integration of international ventures. He is a Certified Public Accountant and is the Chief Executive Officer at Aerostar Airport Holdings, the first successful privatization of a medium-size hub airport in the United States under the FAA's Pilot Privatization Program. Mr. Hernandez has served as a board member for the Puerto Rico (PR) Chamber of Commerce and Commonwealth-Parkville Schools and currently serves as a member of the board of the PR Down Syndrome Foundation.

Valerie Ann Holt, CPA

Consultant

Valerie Holt is a senior executive with a demonstrated history comprising over 40 years of leading change and achieving results in complex public, private, and nonprofit organizations. Ms. Holt is a leader in auditing, accounting, financial reporting, and strategic planning in state and local government operations and aviation entities. Her financial management experience is comprehensive and includes budgeting, accounting, auditing, financial reporting, public finance, treasury operations, and tax collection. Ms. Holt's professional experience includes 14 years as the Vice President of Audit for the Metropolitan Washington Airports Authority; 16 years in government; eight years in public accounting, including two "Big Four" firms; and five years with private and nonprofit companies. Ms. Holt is a retired Certified Public Accountant.

Roger Johnson

*Airport Program Executive,
Jacobs*

Roger Johnson is an engineer with over 40 years of experience in airport management and operations,

program management, construction and construction management, airport planning, engineering, and environmental management. For the past 15 years, Mr. Johnson served as the Deputy Executive Director of Los Angeles World Airports. In this role, he established and managed an organization that has completed about \$8 billion in capital improvements, with another \$3.3 billion of work in progress, and an additional \$6.5 billion in procurement. Mr. Johnson has pioneered the use of alternative delivery in the City of Los Angeles, including Construction Manager at Risk, Design/Build, and Progressive Design/Build, with over \$6 billion in contract awards using alternative delivery methods. He also led the City's first P3 procurement of the \$4.9 billion LAX Automated People Mover Project and the recently awarded \$1.9 billion Consolidated Rental Car Facility.

Bo Kemp

*Senior Director,
Faegre Baker Daniels Consulting*

Bo Kemp's work has included several P3s, including the restructuring of a P3 with the Illinois Lottery, work with a private company developing electric vehicle infrastructure, and growth strategies for philanthropic advocacy organizations. He partners with a national network of advisors, advocates, government entities, and business leaders to help drive growth, tackle major initiatives, and boost efficiency in municipalities. Highly experienced in the structuring and execution of P3s, Mr. Kemp has a reputation for driving innovation in municipal utilities, public infrastructure, and economic development for "legacy" cities. For the last 15 years, he has worked with municipal executives around the country to address some of the hardest-to-solve problems.

Peter Kirsch

*Partner, Environmental Lawyer,
Kaplan Kirsch & Rockwell*

Peter Kirsch divides his time between Kaplan Kirsch & Rockwell's Denver and Washington, D.C., offices. For 30 years, Mr. Kirsch has concentrated his practice on airport development. He has represented dozens of airports on land use, regulatory, and environmental issues that arise in connection with airport operations and development. Mr. Kirsch regularly advises airports on

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federal legislation and regulations and airport financial issues. He has represented clients in precedent-setting litigation regarding the powers of airport proprietors. He has been involved in dozens of airport expansions, redevelopment projects, and commercial development projects and often advises on P3s. He is a frequent speaker at conferences on airport law in the United States and elsewhere.

Clay McCoy

Director, Infrastructure, Power & Renewables Group,
PJ SOLOMON

Clay McCoy is a Director in the Infrastructure, Power & Renewables Group at PJ SOLOMON. He advises on buy- and sell-side mergers and acquisitions, P3s, project and leveraged financings, and capital raises for private equity, pension and infrastructure funds, corporate clients, and municipalities. Focusing on transportation infrastructure, Mr. McCoy has advised on several U.S. airport P3 transactions and processes, including those at the Luis Muñoz Marín International Airport in San Juan and Westchester County Airport, as well as JetBlue's project for Terminals 6 and 7 at JFK International Airport.

David Narefsky

Partner,
Mayer Brown

David Narefsky is a recognized market leader in airport infrastructure and P3 projects. He is a two-time winner of The American Lawyer's "Dealmaker of the Year" Award for his work on financing the rehabilitation of the Chicago Transit Authority's Red/Purple mass transit lines and on the Denver FasTracks financing. He has led multiple engagements for the City of Chicago in connection with the 2018 O'Hare Modernization Project, consisting of more than \$8 billion of Chicago O'Hare International Airport and Chicago Midway International Airport revenue bonds. Mr. Narefsky is currently advising Korean Air on the proposed JFK International Airport Terminal One Redevelopment Project, JetBlue on the proposed redevelopment of JFK Terminals 6 and 7, and the City of St. Louis in the proposed lease of St. Louis

Lambert International Airport. Before joining Mayer Brown, Mr. Narefsky advised on the \$1 billion O'Hare Development Program as the City of Chicago's Deputy Corporation Counsel.

Dan Reimer

Assistant General Counsel,
Denver International Airport

Dan Reimer is the Assistant General Counsel at Denver International Airport. He provides advice and counsel on DEN's compliance with federal law, regulation, and policy and supervises the airport law department. Mr. Reimer came to the Denver City Attorney's Office in 2014, after 16 years in private practice representing airports across the country. He chairs a TRB panel on legal issues and serves on the ACI-NA Legal Affairs Steering Group. Mr. Reimer has authored several publications and articles on airport law and lectures extensively on the subject.

Lois A. Scott

President,
Epoch Advisors

Lois Scott is a senior finance executive, entrepreneur, and civic leader. She currently serves on the boards of the Federal Home Loan Bank of Chicago, the Kroll Bond Rating Agency, and Sunrise Transportation, as well as the advisory board of Verizon Smart Communities. Ms. Scott has previously served on the board of MBIA, Inc., and as Vice Chair and Audit Committee Chair of the Chicago Stock Exchange. She served as the Chief Financial Officer for the City of Chicago, where she had financial oversight of O'Hare International Airport, Midway Airport, and the City's public-private infrastructure partnership contracts. Ms. Scott previously served as a White House Fellow tasked with advising President Clinton's administration on the financial crisis in Southeast Asia and later chaired the Management Committee of the Export-Import Bank of the United States, responsible for management issues affecting the 450-person, \$800 million organization.

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Lysa C. Scully

*General Manager, LaGuardia Airport,
The Port Authority of New York and New Jersey*

Lysa Scully has more than 30 years of experience at the Port Authority and currently serves as General Manager of LaGuardia Airport. She leads a team of 400 staff in the daily operation, maintenance, and development of the airport; under her leadership, LaGuardia's 1,200 daily flight operations have safely been sustained and passenger volumes have grown to record levels. Ms. Scully has delivered one of the largest airport construction projects in the United States, with more than \$8 billion of investment actively being spent on the airport. In addition to her airport leadership roles, she spent 13 years as a senior executive in the aviation corporate offices, overseeing customer experience strategies and ground transportation, parking, and concessions programs. Ms. Scully has an Airport Certified Employee Operations designation from AAAE. She also serves as a trustee on the Board of Vaughn College of Aeronautics.

Brett Simon

*Associate Director,
LeighFisher*

Brett Simon has acted as project manager on a number of buy- and sell-side engagements and P3 transactions, including entire airport transactions, terminal-only agreements, and nonaeronautical land development. He has also worked on airport problems involving construction of significant airport assets, evaluation of funding sources, and projections of revenue streams and related operating expenses. Mr. Simon has also worked on engagements for airports serving Mexico City, New York, Chicago, Denver, Santiago, Belo Horizonte, the Dominican Republic, Papua New Guinea, and the Bahamas.

At LeighFisher, Mr. Simon has helped the Puerto Rico Ports Authority privatize Luis Muñoz Marín International Airport, the first major airport privatized under the FAA's Airport Privatization Pilot Program (APPP). As project manager, Mr. Simon developed a financial model that comprehensively

analyzed nonaeronautical revenue opportunities for potential bidders. He also provided future airline rates and charges projections, developed reports of immediate capital and maintenance needs, and assisted in the due diligence process.

Steve Sisneros

*Managing Director of Airport Affairs,
Southwest Airlines*

Steve Sisneros is the Managing Director of Airport Affairs at Southwest Airlines, responsible for securing Southwest's airport and non-airport real estate needs to fulfill. He leads a team of industry experts who develop the relationships necessary to negotiate business agreements with each airport Southwest serves.

Mr. Sisneros previously served as the District Marketing Manager for the Mid-Atlantic/New England area, based in Baltimore/Washington. He led local marketing teams as Southwest expanded its route map across the Northeast. He was directly responsible for Southwest's airport relationships throughout the Northeast and eventually transitioned to a leadership role as Director, then Senior Director of Airport Affairs. Mr. Sisneros is also a Licensed Commercial Pilot and Certified Flight Instructor.

Geoff Stricker

*Managing Director,
Edgemoor*

Geoff Stricker provides executive-level oversight for the planning and execution of a portfolio of infrastructure and real estate deals, including P3s. Since joining Edgemoor Infrastructure & Real Estate in 2001, Mr. Stricker has been instrumental in developing public-private opportunities for the company in the fields of aviation, higher education, K-12 education, and transportation. He led P3 development efforts for the \$1.5 billion KCI new terminal project.

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SESSION SPEAKERS & MODERATORS**Stephen D. Van Beek, Ph.D.***Director and Head of North American Aviation,
Steer*

Steve Van Beek is Director and Head of North American Aviation for Steer, a global transportation management consultancy headquartered in London. He leads consulting practices for airports and commercial clients in the areas of airport strategic and business planning, public policy, airport governance, and financial advisory, including P3s.

Mr. Van Beek previously served in a variety of capacities, including as Associate Deputy Secretary of the U.S. Department of Transportation, Executive Vice President for Policy at ACI-NA, and President/CEO of the Eno Transportation Foundation. He continues to serve as a senior transport advisor to the North Atlantic Treaty Organization in Brussels, where he advises on emergency preparedness and response, and is a past member of the FAA Management Advisory Committee, where he authored a report recommending reform of the FAA and its programs.

Li Pei Wang*Assistant Director, Project Management Office,
The Port Authority of New York and New Jersey*

Li Pei Wang provides the monitoring, reporting, and delivery services for the Port Authority's ambitious, 10-year, \$32.2 billion Capital Plan. Before taking on this role, Mr. Wang served as the agency procurement team lead for the LaGuardia Airport Redevelopment Program between 2012 and 2017. From 2002 to 2012, he worked as a program manager on several World Trade Center redevelopment projects, such as the Vehicular Security Center, temporary PATH station, and master planning. Before joining the Port Authority, Mr. Wang was involved in the development, planning, design, and construction of many notable projects, both in New York and overseas, including the Albert Mann Library at Cornell University, the Radiology Department at Memorial Sloan Kettering Cancer Center, Shenzhen City Hall in China, and Tianjin Olympic Center in support of the 2008 Beijing Olympic Games.

Louis Wolinetz*Principal Consultant,
WSP USA, Inc.*

Louis Wolinetz has extensive experience in P3 projects for airports, toll roads, rail/transit, and utility projects. He authored the successful application of Luis Muñoz Marín International Airport to enter the FAA APPP on behalf of the Puerto Rico Ports Authority; served as lead strategic consultant to Gwinnett County, Georgia, on its entry into the APPP and assessment of its potential to develop into a privately operated commercial service airport; and served as the task lead for the analysis of P3 delivery options and risk assessment for the Automated People Mover and Consolidated Rental Car Facility elements of the LAX Landside Access Modernization Program.

In addition to P3 work, Mr. Wolinetz has expertise in traditional and innovative finance, strategic business planning, financial modeling, federal funding programs, performance measurement and benchmarking, economic impact assessment, and benefit-cost analysis. A regular speaker and writer on airport finance and performance improvement, Mr. Wolinetz was selected by the Airport Consultants Council to author the finance chapter of its 2012 "Airport Alternative Project Delivery Systems."

EVENT HOSTS

Margaret McKeough

*Principal,
Paslay Management Group*

Margaret McKeough is an airport executive with over 30 years of leadership experience. She has managed three major hub U.S. airports: Phoenix Sky Harbor International Airport as well as (more recently, as Chief Operating Officer for the Metropolitan Washington Airports Authority) the Ronald Reagan Washington National Airport and Washington Dulles international Airport. Ms. McKeough's experience includes negotiating airline business agreements supporting the \$5 billion Dulles Development Program and the \$1 billion National Airport Project Journey Program. She is currently a Principal with the Paslay Management Group, a professional management firm advising and representing airport owners throughout the life cycle of large, complex capital development programs. Ms. McKeough is a member of the ACRP Oversight Committee.

Neil Pedersen

*Executive Director,
TRB*

Neil Pedersen has been TRB's Executive Director since 2015. He provides executive direction and leadership to TRB's technical activities, including the annual meeting of over 13,000 transportation professionals, more than 200 technical committees, conferences, publications, peer-reviewed policy consensus studies, and the multimodal cooperative research programs.

Before joining TRB, Mr. Pedersen spent 29 years at the Maryland Department of Transportation—the last eight of them as State Highway Administrator and the Governor's Highway Safety Representative. Over his career, he has been involved in volunteer leadership roles in both TRB and the American Association of Transportation Officials (AASHTO). He chaired a number of TRB and AASHTO committees, including TRB's Executive Committee in 2011.

Theresia H. Schatz, AAE

*Senior Program Officer,
ACRP, TRB*

With over 30 years' experience in the aviation industry, Theresia Schatz is a Senior Program Officer for ACRP at TRB under The National Academies of Sciences, Engineering, and Medicine in Washington, D.C. Ms. Schatz manages a variety of applied research projects geared toward finding current, practical solutions to airport issues. The range of research topics includes operations, environment, business and finance, human resources, safety, and policy and planning.

Ms. Schatz previously served with the Port Authority of New York and New Jersey in a variety of supervisory and managerial positions throughout the Aviation Department, including airport operations, administration, and property management at JFK, Newark Liberty, and LaGuardia airports. Ms. Schatz is an Accredited Airport Executive by AAAE.

COMMITTEE MEMBERS

ACRP 11-08 (16-04)

CHAIR

Mr. Peter Kirsch

Partner, Environmental Lawyer
Kaplan Kirsch & Rockwell

Dr. Chunyan Yu

Professor
Embry Riddle Aeronautical University
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LeighFisher

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WSP USA, Inc.

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Ms. Valerie Ann Holt, CPA

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Vice President
Eastern Research Group, Inc.

Ms. Susan Sauer Sloan

Director, Government-University-Industry
Research Roundtable
The National Academies of Sciences,
Engineering, and Medicine

TRAVEL LOGISTICS

LOCATION

The ACRP Insight Event, Public-Private Partnerships—What are the lessons learned? will take place July 10-11, 2019, at the following address:

Keck Center
500 Fifth St. NW
Washington, D.C. 20001

You will need a photo ID to enter the building and confirm your registration.

TRAVEL INFORMATION

Both on- and off-street parking within walking distance of the Keck Center is very limited. Arriving by foot, public transit, or taxi/rideshare is recommended.

Judiciary Square Metro Station to the Keck Center

The Keck Center is 0.2 miles from the Judiciary Square Metro Station. If you choose to walk from this station, follow these directions:



1. Exit the Judiciary Square station and turn left (head west) on F St. NW towards Fifth St. NW.
2. Turn left onto Fifth St. NW.
3. Walk south about 250 feet, and the Keck Center will be on your right.

Taxis at the Keck Center

If you would like a cab from the Keck Center, front desk staff will be happy to call one for you.

Rideshare at the Keck Center



Lyft and Uber are available via smartphone apps. Prices vary depending on the service, distance, and demand at the time of pickup.

The National Academy of Sciences provides guests access to free Wi-Fi. Select the network labeled "Visitor." No password is required.

PREVENTING DISCRIMINATION, HARASSMENT, AND BULLYING: EXPECTATIONS FOR PARTICIPANTS IN NASEM ACTIVITIES

The National Academies of Sciences, Engineering, and Medicine (NASEM) are committed to the principles of diversity, integrity, civility, and respect in all of our activities. We look to you to be a partner in this commitment by helping us to maintain a professional and cordial environment. All forms of discrimination, harassment, and bullying are prohibited in any NASEM activity. This commitment applies to all participants in all settings and locations in which NASEM work and activities are conducted, including committee meetings, workshops, conferences, and other work and social functions where employees, volunteers, sponsors, vendors, or guests are present.

Discrimination is prejudicial treatment of individuals or groups of people based on their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws.

Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, hostile, or offensive environment.

Other types of harassment include any verbal or physical conduct directed at individuals or groups of people because of their race, ethnicity, color, national origin, sex, sexual orientation, gender identity, age, religion, disability, veteran status, or any other characteristic protected by applicable laws, that creates an intimidating, hostile, or offensive environment.

Bullying is unwelcome, aggressive behavior involving the use of influence, threat, intimidation, or coercion to dominate others in the professional environment.

REPORTING AND RESOLUTION

Any violation of this policy should be reported. If you experience or witness discrimination, harassment, or bullying, you are encouraged to make your unease or disapproval known to the individual, if you are comfortable doing so. You are also urged to report any incident by:

- Filing a complaint with the Office of Human Resources at 202-334-3400, or
- Reporting the incident to an employee involved in the activity in which the member or volunteer is participating, who will then file a complaint with the Office of Human Resources.

Complaints should be filed as soon as possible after an incident. To ensure the prompt and thorough investigation of the complaint, the complainant should provide as much information as is possible, such as names, dates, locations, and steps taken. The Office of Human Resources will investigate the alleged violation in consultation with the Office of the General Counsel.

If an investigation results in a finding that an individual has committed a violation, NASEM will take the actions necessary to protect those involved in its activities from any future discrimination, harassment, or bullying, including in appropriate circumstances the removal of an individual from current NASEM activities and a ban on participation in future activities.

CONFIDENTIALITY

Information contained in a complaint is kept confidential, and information is revealed only on a need-to-know basis. NASEM will not retaliate or tolerate retaliation against anyone who makes a good faith report of discrimination, harassment, or bullying.

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The National Academies of Sciences, Engineering, and Medicine

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